



Stanford | Haas Center
for Public Service
The Hub of Cardinal Service



Strategic Action Plan
2022–2027

Haas Center for Public Service, Stanford University



About the Haas Center and Cardinal Service

The Haas Center for Public Service inspires Stanford University to realize a more just and sustainable world through service, scholarship, and community partnerships.

The Haas Center was one of the first university-based comprehensive public service and civic engagement centers established in the United States. Since 1985, Stanford students have participated in Haas Center programs that integrate academic study with experiential service, supporting the vital work of public service organizations while building community, knowledge, and skills to tackle the challenges of today and tomorrow. The Center aspires to develop educated, engaged, and ethical global citizens who contribute to the realization of a more just and sustainable world.

In 2015, Stanford established Cardinal Service—a university-wide effort to elevate and expand service as an essential feature of a Stanford education. Through Cardinal Service, students participate in community-engaged learning, hands-on service, and leadership development activities through which they develop and deepen their civic identities and participation as informed citizens.

As champion and steward of Cardinal Service, the Haas Center offers signature student programs and coordinates with partners to establish new programs and courses; infuses attention to diversity, equity, and inclusion into our work; stewards resources for maximum impact; and facilitates connections with local, national, and global public service organizations.

Together, we are building a coordinated campus-wide approach to sustaining and expanding service opportunities, developing innovative approaches to tackling complex issues, and infusing service into the academics and culture of the University.

Cardinal Service Programs



Cardinal Quarter

Students pursue 500 full-time, summer or quarter-long public service experiences offered by 30 campus partners.



Cardinal Commitment

Students make and sustain a significant service commitment through more than 100 programs or organizations.



Cardinal Courses

Students enroll in 150+ courses across 50+ disciplines, applying classroom learning to today's social and environmental issues.



Cardinal Careers

Students are supported to pursue work in public service and to integrate service into any career.

Values & Frameworks

Since its founding, Stanford University's mission has been to educate students to be of greater service to humanity. As we build on this legacy, foundational frameworks guiding the Haas Center's approach include:

Cultural Humility Practices

These practices are designed to deepen our individual growth, strengthen our relationships with others, and together build a more equitable Center that recognizes and centers the experiences of those from marginalized positionalities.

Diversity, Equity, and Inclusion Vision and Philosophy

A commitment to advancing diversity, equity, and inclusion is integral to accomplishing the Haas Center's mission. This statement outlines our vision for effecting transformation at the personal and interpersonal levels, as well as through institutional, structural, and systemic change.

Pathways of Public Service and Civic Engagement

The Pathways describe a range of possibilities by which people can make a contribution to the common good.

Principles of Ethical and Effective Service

The Principles guide our work with students, faculty, and community partners to inform program design, implementation, and evaluation, as well as to ensure that our work aligns with our values.

Meeting the Moment

Educating Students for Justice, Civic Purpose, and Strong Communities

The establishment of the university-wide Cardinal Service initiative in 2015 marked the largest expansion of public service at Stanford since the Haas Center for Public Service's establishment three decades earlier.

Looking ahead, as Stanford accelerates its purposeful impact in the world, we have an extraordinary opportunity to deepen students' engagement in service across Cardinal Service programs; leverage partnerships on and off campus to accelerate solutions to social and environmental issues; and fulfill the promise of higher education to prepare next-generation global citizens.

Building on the strength of a campus-wide approach and longstanding community partnerships, Cardinal Service and Haas Center programs can play an essential role in realizing the University's Long-Range Vision.

This five-year strategic action plan serves as a roadmap for the Haas Center's initiatives to:

1. Educate students for lives of civic purpose
2. Advance collaborative solutions that strengthen communities
3. Cultivate a sustainable culture of diversity, equity, and inclusion
4. Ensure the organizational vitality of the Haas Center

Integral to accomplishing the Haas Center's mission is a commitment to diversity, equity, and inclusion; anti-racism; social justice; and cultural humility. This commitment will guide our work as students deepen their experiences in each of the core areas of Cardinal Service and participate in new cross-cutting initiatives that leverage the strength of existing and new programs and partnerships. We are galvanized by the promise and imperative to create a more just world through transformation at the personal and interpersonal levels, as well as through institutional, structural, and systemic change.

We believe that the next five years will be rich with opportunities for Stanford to embody, in every sense, what it means to be a purposeful university and that our work is uniquely positioned to help the University reach that vision while supporting our students and partners in creating a just and sustainable world for all.

Educate Students for Lives of Civic Purpose

Expand student participation in Cardinal Service

- Provide a broad range of service and engagement options to allow every student to find an opportunity that is personally relevant.
- Create more opportunities to involve new students in Cardinal Service at key moments.
- Support graduate and undergraduate students from all gender, racial, and economic backgrounds to participate fully in service opportunities.
- Sustain strong relationships with campus-wide partners, student organizations, and faculty.
- Build shared ownership of Cardinal Service across campus through collaborative programming, development, frameworks, and marketing efforts.

Enhance Cardinal Service programming

- Optimize preparation, support, and guidance for students' applied experiences.
- Promote civic identity formation.
- Embed community engagement into academic milestones and scholarship.
- Facilitate student engagement and identification with multiple Cardinal Service elements.
- Expand and deepen campus-wide learning communities.

Deepen student engagement with the Haas Center

- Facilitate undergraduate and graduate student ownership of and responsibility for programs and initiatives.
- Expand and deepen graduate student engagement with Haas Center programming.
- Strengthen internal systems and structures that make the Haas Center a welcoming, equitable, and inclusive environment.
- Expand and further integrate an intersectional approach in programming that acknowledges and addresses how systems of power, privilege, and oppression impact all stakeholders.
- Increase alumni support to inspire and inform students' public service and civic engagement development.

Advance Collaborative Solutions that Strengthen Communities

Expand and deepen justice and equity through programs related to race, education, environment, and health

- Develop long-term community partnerships as part of regional, place-based initiatives.
- Advance a comprehensive and scaffolded approach to cultivate student public service leadership to address health, environmental, and educational equity in our region.

Build strong, cohesive, and effective partnerships

- Further integrate community partner work on the Stanford campus.
- Increase visibility of community partner work among Stanford students, faculty, and staff.
- Deepen and streamline community partner feedback and input throughout Haas Center and Cardinal Service programs.
- Better leverage Stanford resources to help expand community partner organizations' capacity.
- Support measurable outcomes as identified by our community partners.

Contribute to the field of civic education with higher education institutions

- Develop and support democracy-enhancing civic innovations to strengthen democratic structures and processes.
- Advance and share best practices in civic identity development, community partnerships, and organizational frameworks.



Cultivate a Sustainable Culture of Diversity, Equity, and Inclusion (DEI)

Identify and address areas of growth and organizational change in practices, policies, and processes to be equitable, inclusive, and just

- Complete and enhance the DEI workplan.
- Ensure consistent and transparent decision-making, management practices, compensation, and professional growth opportunities.
- Advance racial, gender, and socio-economic diversity, equity, and inclusion at the Center.
- Promote a culture of co-learning about DEI with our stakeholders.*

Establish systems, structures, and strategies to recruit and retain staff of color and create an environment where they can thrive and advance their careers

- Further engage staff to critically examine and encourage action to address assumptions, biases, and systemic inequities.
- Prioritize staffing, structures, and dedicated resources for DEI.

Leverage our roles on campus to inspire and support the University's efforts to advance equity

- Reinforce a social justice orientation to public service by elevating the Principles of Ethical and Effective Service, Pathways of Public Service and Civic Engagement, Cultural Humility Practices, and DEI Vision and Philosophy in our work with partners.
- Support, align with, and exemplify Stanford's Inclusion, Diversity, Equity, and Access in a Learning Environment (IDEAL) initiative.

* Our stakeholders are our National Advisory Board, Faculty Steering Committee, students, campus and community partners, donors, and alumni.

Ensure the Organizational Vitality of the Haas Center

Enhance operational capacity

- Align our organizational structure more closely with programming.
- Maximize accountability, equity, transparency, and quality improvement of programs.
- Enhance and assess effectiveness in administrative services and systems.
- Allocate resources to strengthen systems and structures that support professional and career development.
- Make sure diversity, equity, and inclusion are considered in the budget allocation process.

Strengthen financial sustainability

- Grow expendable gifts and expand unrestricted endowment funds.
- Maintain diversity and inclusion as important values throughout the donor cultivation cycle.
- Invest in fundraising and operations process improvements.
- Establish a best-practices framework to generate new revenue streams and responsibly steward financial resources.



Measures of Success

Educate Students for Lives of Civic Purpose

Defined by participation levels and the quality, quantity, and diversity of Cardinal Service and Haas Center opportunities; measures of students' civic identity; and the degree of commitment to public service.

Advance Collaborative Solutions that Strengthen Communities

Defined by measures of quality and quantity of partnerships; sustained positive impact on issues related to justice and equity in race, education, environment, and health, as well as the number and quality of civic innovations in higher education.

Cultivate a Sustainable Culture of Diversity, Equity, and Inclusion

Defined by progress in our vital indicators of diversity, equity, and inclusion, as well as the breadth and depth of Haas Center support for the University's efforts to advance equity.

Ensure the Organizational Vitality of the Haas Center

Defined by measures related to staff satisfaction, effectiveness, and professional growth, as well as diversified, expanded, and sustained funding sources.





With Appreciation

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Bold font represents task force participation



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